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AUTHOR	Zahniser, Gale
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ABSTRACT

This report provides for Comprehensive Employment and Training Act (CETA) prime sponsors who are responsible for labor market information, a set of guidelines to follow for developing an agency-wide plan for the operational use of labor market information. The body of the report outlines step-by-step procedures for creating such a plan. A brief discussion of pertinent issues, questions, and concerns accompanies each procedural step. Then, in four attached appendixes, sample forms are provided for the work that needs to be done for the completion of the plan. Appendix A contains three sets of interviewing forms, or questionnaires--one for the director of the local employment and training agency; one for key management and operations staff members; and one for external economic development, social service, and community planning agencies. Appendix B is composed of summary planning worksheets, while Appendix C contains a second set of sample summary worksheets on which to display data gathered from the interview questionnaires. Preliminary information for the development of an annual operational plan for the use of labor market information for the Fort Wayne (Indiana) Area Consortium makes up Appendix D. (Much of the conceptual work for this report was based on field work in that city and on consultation with agency staff members.) The report is written in the form of suggested guidelines. By following the outlined procedures, a comprehensive operational plan can be developed for the use of labor market information. (KC)

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DEVELOPING AN OPERATIONAL ANNUAL PLAN FOR THE USE OF LABOR MARKET INFORMATION

GUIDELINES AND PROCEDURES

By Gale Zahniser

CE 030 040

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Program Information Office
National Center for Research in Vocational Education
The Ohio State University
1960 Kenny Road
Columbus, Ohio 43210

Telephone: (614) 486-3655 or (800) 848-4815
Cable: CTVOCEDOSU/Columbus, Ohio

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FOREWORD

Developing an Operational Annual Plan for the Use of Labor Market Information: Guidelines and Procedures is one of two products developed for the Fort Wayne (Indiana) Area Consortium. These products are intended to assist the staff of the consortium by providing guidelines and detailed procedures for gathering and using labor market information.

The contributions of the Fort Wayne Area Consortium in planning and participating in the development of these products are gratefully acknowledged. Appreciation also is expressed to project staff. Gale Zahniser, Program Associate, was the major author, and Brian Fitch was the Program Director.

Robert E. Taylor
Executive Director
The National Center for
Research in Vocational
Education

EXECUTIVE SUMMARY

Labor market information is acknowledged as one of the key ingredients of the planning process that CETA prime sponsors utilize for determining local-level employment and training needs. All too often, labor market information is used almost exclusively for preparation of the annual and master plans and grant applications that the local prime sponsor submits to the U.S. Department of Labor. However, data and information that are collected as labor market information have a wide variety of uses beyond the preparation of an annual plan. Labor market information can be applied to all phases of a prime sponsor agency's planning, management, and operational tasks.

This report has been developed so that prime sponsor agency directors and their staff members who are responsible for labor market information can have a set of guidelines to follow for developing an agency-wide plan for the operational use of labor market information. The body of the report outlines step-by-step procedures for creating such a plan. A brief discussion of pertinent issues, questions, and concerns accompanies each procedural step. Then, in attached appendices, sample forms are provided for the work that needs to be done for the completion of the plan. The report itself is written in the form of suggested guidelines. By following the outlined procedures, a comprehensive operational plan can be developed for the use of labor market information.

The main body of the report has four sections. The first is the section containing the suggested procedures to be followed in the planning process. Sections two, three, and four are appendices and are samples of forms that can be used in the development of the actual plan. Appendix A contains three sets of interviewing forms, or questionnaires--one for the director of the local employment and training agency; one for key management and operations staff members; and one for external economic development, social service, and community planning agencies. These are included because most of the information needed to create the plan comes from these three sources. Appendix B is composed of summary planning worksheets. Appendix C contains a second set of sample summary worksheets on which to display data gathered from the interview questionnaires. Appendix D contains preliminary information for the development of an annual operational plan for the use of labor market information for the Fort Wayne (Indiana) Area Consortium. Much of the conceptual work for this report was based on field work in that city and on consultation with agency staff members.

INTRODUCTION

Labor market information is acknowledged as one of the key ingredients for the planning process that CETA prime sponsors utilize for determining local level employment and training programs and services. However, all too often, labor market information is used almost exclusively for preparation of the annual and master plans and grant applications that the local prime sponsor submits to the U.S. Department of Labor. When used in this way, the term "labor market information" becomes the preparation of an analysis of local economic and demographic trends that describes and explores the context of, and factors that affect, an area's employment demand and labor supply. The analysis describes long-term and recent historical trends for the two major categories, as well as the current situation and expected future developments. Extensive quantitative data are gathered, analyzed, and interpreted for the preparation of this analysis, the end result of which is two basic sets of recommendations: (1) specific groups of people in the local population for whom employment and training programs should be designed; and (2) specific occupations in the local labor market for which the selected individuals or population groups should be trained.

This use of the term "labor market information" is a good, correct, and useful one. However, by defining it in this way, the use of labor market information within a prime sponsor's agency can become limited and highly specialized. And in turn, the idea can be lost that the use of labor market information described above is neither the only nor necessarily the best for the agency. Data and information that are collected as labor market information for an agency have a wide variety of uses and can be applied to all phases of a prime sponsor agency's planning, management, and operational tasks. In fact, labor market information is not just a key ingredient for a local prime sponsor's planning process; it is a key ingredient for a majority of the tasks, efforts, and activities required of a prime sponsor agency's administrative and operational staff.

This report has been developed so that prime sponsor agency directors and their staff members who are responsible for labor market information can have a set of guidelines to follow for developing an agency-wide plan for the operational use of labor market information. The body of the

report outlines step-by-step procedures for creating such a plan. A brief discussion of pertinent issues, questions, and concerns accompanies each procedural step. Then, in attached appendices, sample forms are provided for the work that needs to be done for the completion of the plan. The report itself is written in the form of suggested guidelines. By following the outlined procedures, a comprehensive operational plan can be developed for the use of labor market information. However, a prime sponsor director, or a staff member responsible for the plan, should feel free to make alterations. Because of staffing shortages, timing constraints, or other obstacles, the creation of a comprehensive plan may not be possible. As a result, both the planning process and the forms included in the appendices can be altered. Everything in the report is offered as a sample or model. Those using it are encouraged to adapt what is offered here in a way that best suits their needs and interests.

OVERVIEW

The central objective of this report is to help the administrator and staff of a local CETA agency utilize labor market information more widely and effectively for planning and operational purposes. As such, this means two things: (1) the use of labor market information must be developed in such a way as to help administrators adjust agency operations to changing, external socioeconomic objectives and priorities; and (2) the use of labor market information must be developed in such a way as to support and be in accordance with agency-wide program objectives and service priorities. In order for this to happen, however, as noted in the introduction, a shift must occur in the agency's use of labor market information from a narrow emphasis (often limited to the preparation of annual grant applications and concerned primarily with technical aspects of data collection and use) to a wider, more flexible emphasis (one that tailors the use of labor market information to the ongoing needs of many individuals within the agency).

The emphasis of this report is not on the technical aspects of labor market information and its use. Such an emphasis would include a discussion of how to develop local level labor supply and employment demand data that are statistically relevant or of whether the monthly unemployment rate accurately reflects the number of locally unemployed individuals. While these concerns are extremely important for both data users and producers, they are overshadowed in this instance by other ones. These are (1) the tailoring of labor market information to the needs of staff members within the agency (and also CETA clients); and (2) a more thorough interpretation, utilization, and dissemination of a wide variety of already existing labor market information.

The operational planning procedures and attached forms found in this report will help administrators and staff members of the local CETA agency undertake the task of utilizing labor market information more effectively and widely. Briefly, the way in which it will do this is by (1) assisting staff members responsible for labor market information in developing an understanding of agency-wide goals and objectives; (2) assisting these same staff members in identifying external, socioeconomic goals and objectives to which the CETA agency must respond; (3) helping staff identify

agency-wide, unmet labor market information and data needs; (4) enabling staff to translate these needs into a work schedule that ranks the needs according to their importance for overall agency goals and objectives; and (5) helping staff locate alternative and/or external resources that may expand the agency's capacity to address the unmet needs. In short, the following pages will assist labor market information specialists on a CETA prime sponsor's staff in creating a "road map" to guide them in the preparation of an agency-wide operational plan for addressing unmet labor market information needs.

DESCRIPTION OF REPORT

The main body of the report has four sections. The first is the section containing the suggested procedures to be followed in the planning process. There are sixteen of these. They enable the person or persons responsible for labor market information to follow a step-by-step process in developing an agency-wide operational plan for the use of labor market information. Under each procedural heading, there is a discussion of pertinent issues, concerns, and considerations that need a staff member's attention.

Sections two, three, and four are appendices and are samples of forms that can be used in the development of the actual plan. The first of these, Appendix A, contains three sets of interviewing forms, or questionnaires--one for the director of the local employment and training (i.e., CETA) agency; one for key management and operations staff members; and one for external economic development, social service, and community planning agencies. These are included because most of the information needed to create the plan comes from these three sources. From this information, agency goals and objectives can be more clearly defined; projects, tasks, and activities--planning, research, and operational--that support those objectives can be more specifically identified, and alternative resources for carrying out many of the tasks can be found.

Appendix B is composed of summary planning worksheets. Information gathered from the interview questionnaires is transferred onto these sheets, according to prescribed classifications and categories. The use of these forms allows those responsible for developing the plan to display the collected data in such a way that decisions can be made regarding (1) the importance to the agency of a given labor market information need; (2) factors that should be considered before a final decision is made regarding the importance of a given project, task, or activity to address the need; and (3) options or alternative resources outside the CETA agency for meeting the need. In addition to the basic recording forms, the following items are included: (1) sample worksheets are included for a final listing of projects, tasks, or activities for meeting unmet labor market information needs that are to become part of the work schedule for the coming year; (2) a general planning calendar guide so that the flow of the work throughout the year can be traced; and (3) an example of a profile sheet

for each project, task, or activity undertaken so that its major components can be seen easily and progress toward completion can be monitored regularly.

An added feature of the worksheets and sample forms in Appendix B is that several of them are designed as reference sources. These, for example, can indicate where the CETA staff members can rapidly locate external agencies offering information and data needed for program planning and operation. Also, a summary of unmet research, planning, and programmatic needs related to employment and training of the local area can be established. And, a data base can be developed that will be helpful when the time arrives for updating the plan.

Appendix C contains a second set of sample summary worksheets on which to display data gathered from the interview questionnaires. Unlike those in Appendix B, these (there are four) relate to interagency coordination between the local CETA agency and others involved in socio-economic development and planning. This section is important because much of the work of the staff responsible for labor market information depends upon positive and active relationships with other agencies. From these forms, the labor market information staff can (1) begin to trace present and potential coordination patterns between CETA and these other agencies; (2) determine specific contributions that CETA and the other agencies can make to each other's operations; (3) determine rapidly the specific kind of work being undertaken in these agencies; and (4) establish a reference file that will display summary information easily and quickly.

This series of worksheets is important, not because it contributes to the actual development of the operational plan, but rather because it is significant for the implementation of the work schedule that evolves from the planning process.

There is one final section to the report. This is Appendix D, which is composed of preliminary information for the development of an annual operational plan for the use of labor market information for the Fort Wayne, Indiana Consortium (the local CETA prime sponsor for the city of Fort Wayne and the counties of Adams, Allen, DeKalb, Lagrange, Noble, and Whitley). Much of the conceptual work for the report was based on field work conducted there from the 13 to 16 July 1981, and on consultation with agency staff members responsible for labor market information. Although the entire operational planning process has not been implemented by the Consortium, preliminary

interviews were conducted and valuable data gathered. The information presented in the addendum is a good example of typical operational unmet labor market information needs that can be found in a local CETA agency. It would be necessary to refine and supplement this data with additonal information before it could serve as the basis of an operational plan; however, it does illustrate the type and variety of information that would be available for the planning process.

PROCEDURES AND GUIDELINES

Introduction

The Comprehensive Employment and Training Act (CETA) was first enacted in 1973. From the beginning of CETA, a requirement was placed in the legislation that an analysis of the local labor market be included as part of the annual plans which local prime sponsors submitted to the U.S. Department of Labor. Consequently, it is likely that all prime sponsor agencies have experience with the development, use, analysis, and interpretation of labor market information.

It is also quite probable that most agencies have utilized labor market information for operational, as well as planning purposes. However, the extent to which this has been done undoubtedly has varied greatly. The personal interests and abilities of labor market staff members, the particular interests and needs of agency administrators, and planning requirements imposed by the U.S. Department of Labor all determine the extent to which time was allotted to using labor market information for operational tasks.

Often, during the early and mid-1970s, time allotted to the development of labor market information for operational tasks was necessarily limited. This was because for planning functions alone, there were more unmet data and information needs than there are today; as a result, much of the labor market staff's time had to be devoted to the technical aspects of developing and using labor market information. Uses of labor market information for operational purposes generally were of secondary importance, and, when undertaken, were not selected in a systematic way.

Today, many of the unmet data needs mentioned above still exist, and the technical aspects of data development and use are yet important. However, over the past eight years, some improvements have evolved to address these needs. For example, the State Employment Security Agencies have been extremely cooperative in developing data needed for prime sponsor planning on the local level. Additionally, programs such as the Occupational Employment Statistics program and surveys such as the National Survey of Income and Education conducted in the mid-1970s have helped fill some of the data gaps and update the data that were produced by the 1970 Census of Population.

As a result most local CETA agencies can provide a broad (if somewhat static) overview of events, trends, and expected outlooks for their local labor market, which satisfies the basic annual planning requirements outlined by the U.S. Department of Labor. Also because of this, prime sponsor staffs have more time to devote to developing a variety of operational uses for labor market information. To do this, however, labor market

information specialists of the local CETA agency eventually will need to undertake such tasks as the following: (1) locate data and information that permit a more detailed analysis of the local labor market; (2) develop more detailed data through the use of locally designed and administered surveys; and (3) interpret, analyze, and use already existing data in such a way that a clearer explanation of local labor market dynamics emerges for agency staff and administrators.

Before doing such tasks, however, the labor market information staff has a major responsibility first of all to define operational needs for labor market information and secondly to assign some order of importance to these needs. This is necessary in order to give both direction and structure to tasks such as those listed in the preceding paragraph. By its very nature, the work of the labor market information staff can either go in too many directions at once (with staff responding in ized fashion to information requests from internal staff and external agencies), or it can become too narrowly defined (focusing mostly on the preparation of data and information for planning grant applications). There needs to be a balance between these two extremes. The use of the following guidelines and procedures will help to establish this.

Use of Procedures

The use of these procedures for the development of an operational plan for labor market information will vary according to the type of prime sponsor organization (city, county, consortium, or balance of state) and its location (urban or rural setting). Its use will also vary according to the overall goals and objectives of the agency, the socioeconomic environment in which the agency operates, and the type of programs the agency administers (subcontracted versus in-house control). Finally, the use will vary according to the manner in which labor market information is already used (or not used) on an agency-wide basis.

The procedures and sample forms have been created presupposing that an agency's staff both want and need to develop a comprehensive annual operational plan. The assumption is also made that the agency is going through this exercise on a first-time basis. Most likely, at least some of the information required to develop the plan is already in the possession of those individuals responsible for conducting the planning exercise. However, it may not exist in the organized format found on the summary worksheets. For this reason, if time and staffing within a prime sponsor's agency permit, it is recommended that as much of the information as possible be gathered. While at first glance the process may appear long and involved, there are ways to shorten the time required to complete the process. These will be explained under the appropriate procedural headings. Also, in many instances, the CETA labor market information staff members can

provide the needed information themselves.

It is anticipated, generally, that the procedural steps will be followed in the development of the operational plan...regardless of the variables outlined above. The major changes and alterations will occur in (1) the use of the interview forms and worksheets; (2) the determination of individuals to be interviewed; (3) the emphasis given to interviews with internal staff members versus those in external agencies; and (4) attention that is given to the development of information regarding interagency coordination and cooperation. Many options are open to the prime sponsor staff members using this guide; they are encouraged to alter and adapt it in such a way that it will correspond closely to their needs.

Specific Procedures

1. Review Literature

It is not necessary to conduct an extensive literature review for this project. However, it is suggested that the person or persons responsible for the plan's development acquaint themselves with the following types of information. The specific suggestions offered here are only guidelines. Those conducting the planning process should choose sources that reflect their needs.

A. Publications related to labor market planning.

Suggested sources with which to begin are the following:

Harrington, Paul, and Sum, Andrew. CETA Planning and Private Sector Employment and Training Needs: The Uses and Design of Local Employer Surveys. Boston, MA: Center for Labor Market Studies, Northeastern University, June 1980.

Hughes, Mark; McKee, William; and Froeschle, Richard. Jobs in the Private Sector: Use of Labor Market Information: A User's Guide with Detailed Appendices. Washington, DC: U.S. Department of Labor, Employment and Training Administration, Office of Policy, Education and Research, Division of Labor Market Information, October 1980.

Mangum, Garth; Morlock, James; and Pines, Marion W. Job Market Futurity: Planning and Managing Local Manpower Programs. Salt Lake City, UT: Olympus Publishing Company, 1979.

Institute of Applied Economics. Labor Market Information and CETA Planning. Under contract with the U.S. Department of Labor, Denton, TX: Institute for Applied Economics, North Texas State University, 1980.

Smith, Hubert et al. Methods for Local Labor Market Planning. Boston, MA: Boston University, 1977.

B. Publications related to the theory of labor markets.

Doeringer, Paul, and Piore, Michael J. Internal Labor Markets and Manpower Analysis. Washington, DC: U.S. Department of Labor, Employment and Training Administration, 1970.

Freedman, Marcia K. et al. Labor Markets: Segments and Shelters. Montclaire, NJ: Allanhald, Oslum, 1976.

C. Publications related to the socioeconomic environment of the local area.

These publications will vary from area to area. They are published by various agencies and groups, such as economic development planning commissions, chambers of commerce, industrial planning and development agencies, regional planning commissions, private business and trade associations, and social service agencies. Many state agencies also publish individual local area reports or statewide reports that include profiles of the local area. Examples of such departments include the state department of industrial development, the office of state planning, the state office of economic and community development, the state department of health, and the state department of education or public instruction.

Such literature is important because it familiarizes the labor market staff members with local-level social and economic conditions and points out trends and activities occurring in areas other than the employment and training sector. Such a background is important for labor market staff members; it helps them to place CETA's operation within a broader context. Many CETA agencies already have such material in-house. The labor market person may wish to expand the agency's collection or, if none exists, to build one. Most agencies do not charge for their publications. They can be obtained by telephoning the agency and asking for the public relations staff person or, in many agencies, the publications staff member.

D. Directories of local social service and planning commissions, private employers, and other community groups.

These are valuable for this exercise and for others that the labor market staff may undertake. They will help with the selection of agencies to be interviewed for the development of this plan, and they will offer a valuable reference for other work. Sometimes a United Way office will produce these. For the private sector employees, the chamber of commerce and business associations (e.g., the local manufacturer's association) are the best contacts. Directories of state government departments are also helpful.

While the development of this plan is not dependent upon a background literature review, an acquaintance with some of these sources is valuable. The labor market staff will be able to place their work and that of the CETA agency within the context of the local community more easily.

2. Determine Staffing

It is essential to determine at the outset who is to be responsible for the work of developing the plan. All of those who are responsible should be involved in developing the questionnaires, summary planning worksheets, and any other tools which are to be used. It is possible for one person to do most of the work. However, when it comes to interviewing, one person could be responsible for working with internal agency staff while another works with the external agencies. One person could do most of the interviewing; then, additional staff could assist with preparing the summary worksheets. However, it is important that the person responsible for interviewing also be involved in the worksheet preparation in order to interpret some of the questionnaire data. Where the work is spread among two or more people, it is essential that all are acquainted with, and understand, the goals and objectives of the work, the way in which it is being carried out, and the information that is desired.

3. Determine Scope of Work

Time, staff resources, and agency objectives will determine the scope of work chosen for the development of the plan. Most agencies will want to do an in-depth determination of the unmet labor market information needs of internal staff. However, external agency staff are both producers and users of labor market information; plus, their staff has perceptions of employment and training related problems of the local population, as well as insight regarding local unmet data and research needs. Also, the time spent with external agency staff can be valuable for strengthening coordination relationships for the local CETA program. Some local CETA agency staff members may feel that they have a good grasp of internal staff needs and want to concentrate exclusively on the external agencies. Still others may want to do an in-depth internal staff examination and conduct a short one with external agency staff. Careful decisions need to be made at this point because they will determine the direction and emphasis of the work of the planning process.

4. Determine Amount of Time

It is important to establish the amount of time available for developing the plan. This will help determine both the overall scope of work and the manner in which the data collection (i.e., the interviewing) effort will be conducted. At first glance, the attached questionnaire forms may suggest a lengthy process. However, this need not be the case. For example, if those conducting the planning exercises choose to use the attached forms, they can be carefully

examined and only relevant questions chosen. Then, the information-gathering phase can be carried out by individual interviewing, or by convening a group meeting for the purpose of filling out the forms. This is possible for both internal and external agency staff groupings. For the external staff members, especially, this would be a good opportunity to do three things: (1) provide a forum for those most directly associated with producing and using labor market information, to exchange ideas and maybe to arrange for mutual assistance to meet some of the needs; (2) provide a means for acquainting those in other agencies (especially economic and inudstrial development) with services and programs that CETA can offer them; and (3) lay the groundwork for a more programmatic/operational involvement between CETA and some other agencies.

Another decision which needs to be made is whether a large, concentrated block of time is to be devoted to the plan's development or whether it will be done over an extended period of time, interspersed with other staff projects and activities. The preferred method is to expend a concentrated amount of time at the outset so that a work schedule for the year can be established, rather than developing one in bits and pieces. Also, a good time to undertake this activity is at the beginning of a new fiscal year.

Mention should be made of the fact that the first time through the planning process will be the longest. Once the process is in place, annual updates should not require inordinate amounts of time.

5. Consider and Identify the Information Needed

This is a necessary step preliminary to the development of the questionnaires, summary planning worksheets, and other forms. Thought should be given to the direction and structure which the labor market information staff wants to give to their work (e.g., a service or education function for internal agency staff, a closer liaison relationship with external agencies, a research, a planning, or an informational function). The staff members responsible for developing the plan also need to consider what is already known about such issues as unmet information and data needs, agency goals and objectives, potential linkages with other agencies, and data use and production capacities of other agencies. Once questions such as these are answered, a general outline for the interview forms can be developed with special emphasis indicated for those areas that need the most information. Later, when the forms are developed, more attention can be given to questions in these areas.

6. Determine How to Get the Information Needed

Varied ways are available for collecting the information needed for developing the plan. Generally, however, a combination of literature and personal interviewing is the best method, unless staff members feel that their experience alone provides them with the information needed to develop a planning work schedule. If the latter case is true, those responsible for the plan may wish to skip the interviewing segment of the process and just use the forms in Appendix B that deal with project selection, the development of a planning calendar, and the individual project or task profile sheets (forms 6, 7, 8, and 11).

For the most part, the use of the interviewing process is encouraged. The information resulting from interviews provides documentation for the final project and task selections that are made. Also, information is provided that will indicate whether CETA labor market staff will be duplicating the work of any other agency. And, resources available from other agencies can be located. Whether individual or group interviews are conducted to get the information has already been discussed under section 4.

7. Consider Which Agencies and Individuals to Interview

A listing of agencies and individuals to be considered for interviewing will vary according to the prime sponsor's locale and organizational goals. The only individual who will be a constant in every situation is the director of the employment and training (i.e., CETA) agency. Examples of agencies and, in some instances, individuals are listed below. Staff members should refer to their local areas as they review this listing in preparation for making a final selection (see procedure 8, below).

1. Director of the CETA agency
2. Department heads or managers within the CETA organization
3. CETA consortia (county coordinators, or managers)
4. Planning staff members (nonlabor market planners)
5. Program developers--CETA staff
6. CETA job developers or placement specialists
7. Private Industry Council representative
8. CETA labor market information staff not responsible for development of operational plan
9. CETA program managers for subcontracted programs
10. Private and/or public sector economists (e.g., university instructors)
11. Members of an overall economic development program
12. Chamber of commerce (research director)
13. Members of civic, economic, or industrial development committees or councils

14. Members of relevant, local professional groups (public administrators, planning groups, research economists)
15. City or county planning commission (economic or principal planner)
16. Industrial development commission (research director or staff economist)
17. Regional planning councils (research director, demographic and economic planner, manpower planner, community planner)
18. Research firms (social, economic, educational research)
19. Vocational school administrators (or planners, if on staff)
20. Community college (institutional planner)
21. Proprietary schools (administrators or planners)
22. Bureau of employment security (labor market analyst for local area)
23. Private employers, if appropriate (especially those involved with special CETA or CETA-related work)
24. State planning office (research director, staff economist, local community planner)
25. State Occupational Information Coordinating Committee (director)
26. Veteran's Administration, local or district office
28. Commission on Aging, county office
29. Welfare commission
30. Labor or professional associations that cut across several industries
31. League of Women Voters (especially in larger cities)
32. State department of vocational education (MIS director)
33. State data center (research director or technical assistant assigned to the center; not all states will have these)

8. Select Agencies and Individuals to Interview

The final selection of agencies and individuals to interview will depend upon such things as the time and staff that is available; the type of prime sponsor organization (e.g., consortium, city, or county); decision to concentrate on internal staff interviews versus external agencies; the type of information needed by the labor market staff; and preexisting relationships (i.e., linkages) that the CETA agency has with external agencies. Additionally, for external agencies (and individuals), the selection will be determined by what is available in the local area. The only general rule that should be observed is that the CETA director and internal staff members be included and that representatives of external agencies come from both economic and social service agencies. For this latter group, both of these representatives can be found in city or county planning commissions and in regional planning councils.

9. Develop Questionnaire

Once an outline has been developed of the information needed by the staff responsible for the plan, and after the final interviewing selections are made, questionnaires reflecting these factors should be developed. Sample questionnaires are included in Appendix A. These can offer ideas for staff members who wish to develop their own forms. Or the basic forms can be used with additions or deletions made according to the needed and desired emphasis.

The questionnaire for the agency director is especially important. This is because the use of labor market information must be placed within an agency context. To a certain extent, consequently, the uses must follow or be determined by overall agency goals and directions. The sample form included here is lengthy, but much valuable information can be extracted from it for planning the overall scope and direction of work related to labor market information. Answers to the questions will influence heavily both the final selection of tasks and projects for the work schedule, and whether the overall tone of the work tends more heavily toward research, planning, or operation.

Staff members who have been in these positions may know the answers to most of the questions. However, the questionnaire is a good tool for creating a structured planning dialogue between the director and the staff, one that examines many issues in significant detail. For the person who is new to the position and/or the agency, the questionnaire offers a means of quickly providing the person with an understanding of agency priorities, goals, and program direction.

Many of the questions on the other two interview forms are open-ended. This is to prevent the inclusion of varied responses due to narrowly defined categories. Also, much of the information will be transferred from the questionnaires to summary planning worksheets; on these, the staff person will define the responses in more rigorous terms.

Both of the questionnaires for agency staff members make the assumption that little has been done in the past with labor market information beyond preparing for the annual plan. Similarly, assumptions are made that much more can be done with labor market information and that the use of these questionnaires provides a tool for getting at those uses. The questionnaires also provide a means for assessing what may have been done with labor market information in the past in a way that offers a solid base for defining present and future needs.

The questionnaire form for external agency staff yields a variety of information. For example, it can be used as

a tool for defining area-wide unmet labor market information and research priorities. This information is quite valuable for CETA and the other agencies. This can also be used to prevent CETA staff from duplicating work that other agencies may already be doing and to locate additional resources within the agencies to assist with the staff's work. The form focuses on questions related to data, research, and coordination linkages. Depending on the need and interest of CETA staff, one of these areas could be emphasized, even to the exclusion of the others.

There are other guides available to help the CETA agency staff members develop their questionnaires. An extrememly helpful one follows:

Franchak, Stephen J., and Spirer, Janet E. Evaluation Handbook I: Guidelines and Practices for Follow-Up Studies of Former Vocational Students. Columbus, OH: The National Center for Research in Vocational Education, The Ohio State University, 1978.

10. Establish Procedures for Conducting Interviews

The first issue that needs to be resolved is how the interviews are to be conducted. For example, the session with the agency director is especially important and needs to be done on a face-to-face basis. Note that it is also a good idea to conduct the interviews with internal staff members on a face-to-face basis. Because these responses are quite important for the planning process, a solid grasp of them is needed. At times, also, internal staff members might need clarification or more precise definitions of some of the terms. This is because many of them are unacquainted with labor market information and issues associated with it. For the external agency staff, as already mentioned, a group meeting is quite possible. Many, if not most, of these individuals are well acquainted with labor market information and associated terms and issues. In this case, for reasons cited above (see number 6) a group meeting is perhaps more appropriate than individual interviews.

A second issue, one which is quite important, is the selection of specific individuals to interview. For internal staff interviews, all heads of departments or units should be included. However, do not stop with these individuals. There may be some individuals at a different organizational level within these departments who have valuable information for the labor market staff and who have a pressing need for labor market information. Possibly those developing this plan will want to interview the entire staff of a given unit or department. Where this is the case, a group interview could be held for all staff within a given unit.

It is more difficult to select staff members from external groups or agencies. Often, an internal CETA staff member will have a contact in another agency. These contacts can be used initially in order to locate the most appropriate individual. Where contacts do not exist, it is often appropriate to select a person responsible for agency planning. For social service agencies, the head or deputy administrator is an appropriate person. In city, county, and regional planning commissions, an economic development planner or a community planner responsible for the jurisdiction administered by CETA is a good choice. In many agencies a director of research can assist with a correct selection. In others, a staff economist is a proper choice. Finding the right person is not difficult. Often, when no previous contact exists, an agency receptionist can provide the name of the correct person. Even a city or state telephone directory might provide names of appropriate individuals.

Once selections have been made, provisions have to be made regarding interview schedules and procedures. One or two test, or pilot, interviews should be conducted to determine the length of time required to test responses to questions and to determine whether changes are needed in wording, format, and style. Generally, for internal staff the process of scheduling and conducting interviews is informal. For external agencies, it may be wise to precede a telephone call with a letter from the CETA director describing the purpose of the interview, the type of information that will be collected, and the anticipated outcome of the work. In the letter, reference can be made to a telephone call from a staff member (whose name should be included). If a group meeting is anticipated, a letter should be sent with an agenda attached; then, a follow-up confirmation phone call should be made.

11. Conduct Interviews

Reference was made to preparation for conducting interviews in the previous procedure. Practice sessions and/or role playing are strongly encouraged for the person or persons conducting the sessions. Once problems are corrected after the test interviews, the in-depth interviewing can begin. Generally, the tone of the interviews should be relaxed, informal, and conversational. Whether these are one-on-one or in a group setting, the manner should be identical.

Group interviews with internal CETA staff members can be difficult in terms of recording information on questionnaires. This can be solved by having individuals fill out their own forms as part of the interview process. The interviewer can act as a discussion coordinator in this case by first asking a question, then discussing and/or clarifying it, and finally allowing time for those being interviewed to record their responses. If there are only a couple of people being interviewed at once, the interviewer can record the responses on one sheet and then mark a code beside one response to distinguish it. When a group setting is used for staff members from external agencies, the same process can be followed. The CETA staff interviewer acts as a coordinator by first asking a question, then discussing or clarifying it with the group, and, finally, allowing time for those being interviewed to record responses on their individual questionnaires. In this last setting, discussion among group members could be a fruitful and stimulating by-product of the interview process.

12. Develop Summary Worksheets

Once the interviewing has been completed, information must be extracted from the questionnaries and transferred to summary worksheets developed by CETA labor market staff. Sample worksheets are included in Appendix B, but unless the questionnaires in Appendix A are used, new sheets must be created because they need to correspond with the interview forms. The worksheets are designed in such a way that information is listed in a systematic manner so that the need for specific uses of labor market information can be established. On the sheets, information can be grouped according to specific categories so that similar patterns among the needs become evident and constraints or obstacles for accomplishing the work appear easily.

There are three sets of summary worksheets that are needed. For the first phase of the work, three basic forms are needed, one of which allows for a summary of interviews with internal staff, and two of which do the same for the external agencies (see sample forms I-III in Appendix B). These forms should yield four basic kinds of information: (1) work that is currently being done related to data production and collection and general uses of labor market information; (2) unmet data and labor market information needs; (3) actual work planned during the next six to twelve months, and work which the respondee would like to see developed over that period; and (4) a summary of perceptions of unmet economic and social needs related to employment and training programming. Additionally, for the CETA agency responses,

information is provided about projects, issues, and problems (general agency-related and specifically CETA-client related) that the respondee wants the agency to address during the next six to twelve months.

These forms, once filled out, provide a basis for data collection for other activities (information from External Agency Form), an overview of the type of work to which the labor market information staff should address itself in coming months, and a listing of general needs on which the CETA agency and other agencies could focus, given proper resources. This latter information can be useful when the operational plan needs updating, or for the planning purposes of other departments or units, in either the CETA or the external agencies.

For the second phase of the work, four forms are needed (see sample forms IV-VII in Appendix B). These forms (or ones similar to them that are developed) relate to a more organized, systematic grouping of the summary information. Once arranged in this fashion, similar patterns among the unmet needs can be seen, and constraints and obstacles for accomplishing the work can be observed.

Form IV is needed to provide a summary count to be made of all internal and external staff members requesting, or stating, a needed use for labor market information. This will be one of the factors used to decide whether a given request is selected for the final list of activities for the work schedule.

Form V is needed so that staff responsible for developing the operational plan can begin to consider each project, task, or activity in relation to resources (timing, staffing, fiscal, and general organizational) within the CETA agency to address it. From this information, a given activity can be assigned a summary number of points. This score will become another factor that will influence a final decision.

Form VI (or one similar to it that staff develops) is needed in order to determine initial relationships between agency goals, agency objectives, and supporting labor market information requested activities, projects, or tasks which support them. Again, the results from information recorded on this form will be a consideration in the final selection of activities entered into the operational plan.

Form VII is needed in order to summarize the results from forms IV-VI. From this form, a summary count can be made of total points that have been assigned to the varied task, project, or activity requests (representing unmet labor market information needs) which have been uncovered during the interviewing (i.e., data collection) process. Completion of this form will provide a firmer basis on which decisions can be made regarding the priorities for the operational plan.

The third phase of this work needs four forms (see sample forms VIII-XI in Appendix B). These forms relate to final selection of elements (i.e., activities, projects, or tasks) for the operational plan and management of these while they are being completed.

Form VIII is a sample of a general work schedule. On it are recorded the final listing of tasks, projects, or activities designed to address unmet labor market information needs, month or months during the year when that project is to be addressed and/or completed, and whether it is an ongoing, an annual, or a one-time, special request activity.

Form IX is for a summary of alternative actions that can be taken for unmet labor market information needs that are deemed worthwhile but cannot be included in the operational plan.

Form X illustrates an internal staff management record. It simply has a listing of each individual project or task and then columns to record which departments or units of the CETA agency are to receive the finished work.

Form XI is a sample of an individual or project management profile. This allows the staff responsible for the plan to outline the individual efforts necessary to complete a given assignment and to monitor aspects of the work, such as important benchmarks; staffing and materials checklist; cooperation needed from external agencies; recipients of the completed work; and proposed use or purpose of the task or project.

13. Record Information on Worksheets

The information that is recorded on the first set of worksheets (forms I-III) is almost a direct transfer of material from the questionnaires. No censuring or judgement enters at this point as to whether an unmet labor market information need is included or excluded. Also, duplicated requests (i.e., needs) by different staff members are included. This is because a total tally of requests for a given use of labor market information later becomes a factor in the selection process.

At this point, a clarification may be needed. That is, in the process of transferring information from the questionnarie to the worksheets, a translation may be needed--an unmet "labor market information need," or an

"economic or social unmet need" may need to be translated into or rather, expressed in the form of a project, a task, or an activity. In this way, staff can begin to consider the individual needs in terms of work that can or cannot be undertaken and completed.

After these forms are completed, they are reviewed carefully by staff members. Then, information on them is extracted and regrouped according to criteria in the second set of forms (forms IV-VII). At this point, two things happen. The first is that duplicate listings from the first set of forms are eliminated and a summary count is made of all requests for a given project or task. Careful attention should be paid to patterns of similarity that run through individual listings. It may be possible to group several into one.

The second occurrence is that constraints affecting the ability to undertake the work become readily apparent. In the process of completing form V, especially, the person or persons responsible for decisions regarding the plan need to give careful consideration to each project or task. This should be in the form of questions asked similar to the following:

1. What are the specific components of each project or task that need to be completed?
2. Does the agency have the staffing capacity to carry out this work?
3. What is the estimated time needed for completion and is it available for the work?
4. Are fiscal resources needed? If so, are they available?
5. To what extent is there a general organizational capacity and support to complete this work, especially in light of other ongoing activities? It should be noted that a column is available to check whether another agency is doing similar work. This information can be drawn from the external agency responses. If another agency is, then no further consideration needs to be given to constraints.

On form VI, information should be recorded regarding overall agency goals and objectives. The data for this will come from the interview with the agency director. The goals and supporting objectives should be ranked according to importance. Then, those projects or tasks on form V which support these should be entered in the last column. It is recommended that each project entered here be assigned a numerical weight according to the rank of the goal it supports. Then, this weight is entered in the designated column on form VII. In developing the final score for each project, those which support agency goals and objectives will receive a higher total.

Form VII is a summation of the forms in this phase. From this, a "point total" can be drawn and a basis for final selections can be established. At this point, it should be noted that no cutting or deletions of any projects has been made. There may have been some consolidations in the process of transferring information from the initial recording forms (I-III) to these, but, otherwise, everything is included. Also, the ranking according to numerical score that emerges from form VII is not a hard and fast indicator of the priorities for the operational plan. It is, however, a very important indicator, and the final selections will probably follow a similar pattern. What is needed now is a meeting between the agency director and the labor market staff members. Together, a final selection of projects (tasks or activities) is made, and the base for responding to the third set of forms is created.

The information recorded on the third set of worksheets rounds out most of the work needed for the establishment of the operational plan. The Planning Calendar (form VIII) is self-explanatory for the most part. The final listing of projects and tasks developed by staff and director should be transferred to this form and appropriate checks made to indicate completion schedules. This then becomes the first of several management tools for the work of the plan. Those projects or activities considered to be important but which cannot be accommodated immediately are listed on form IX. Then, consideration is given to alternative ways in which they can be undertaken. Information regarding other agencies' abilities and/or the strategies the CETA agency should adopt regarding them comes from the interviews conducted with external agency staff. Form X is self-explanatory and helps to ensure that the completed work gets to the correct staff members.

The final form (XI) is a sample of one that should be developed for each project or activity. It is mostly self-explanatory, too. However, the staff members may wish to add additional components. This is the point when serious planning occurs for the individual work required for each project or task. Arrangements are made, in the process of creating this, for additional staffing support that may be needed and any external agency support that is wanted. Once one of these is completed for each project, a special file should be created for all of them and a procedure established for reviewing them periodically to monitor progress and make needed adjustments.

14. (Optional) Develop Forms for Coordination Profile

The Coordination Profile represented in Appendix C, forms I through IV, is optional but completion by the CETA staff is strongly recommended. This is primarily because the labor market information staff can be one of the most effective tools which the agency has for corrdination linkages with other agencies. And, as stated earlier, the interviews conducted for this planning exercise yield valuable information for this aspect of a prime sponsor's activity. Additionally, as can be seen from the forms, the information can greatly aid the work of the labor market information staff (especially for implementing projects selected for the operational plan). The forms in Appendix C are, once again, samples; the CETA staff is encouraged to develop its own if these do not meet their needs.

Form I is a sample of a file card that can be established for each agency. It provides summary reference information for staff use and can be of value to nonlabor market staff members. It is recommended that a special file be established for this information and that it be utilized for various agency activities. For the labor market staff, especially, the information about type of agency, geographic area served, and data availability are useful.

Form II provides a summary of contributions that CETA and a given (other) agency can make to each other. Use of this form can provide valuable information for carrying out work agendas and for developing concrete, cooperative exchanges.

Form III is simply for a listing of projects, tasks, and activities which other agencies are doing. Like form II, this is quite useful as a reference tool for the labor market information staff.

Form IV is a summary of existing and/or potential linkages between CETA and another agency. Various kinds of linkages are suggested and indicators distinguish between existing and potential ones. This can be useful in expanding the resources of the labor market information staff (for projects chosen for the operational plan and others). The building and strengthening of potential linkages can in itself be an activity that becomes designated as part of the annual plan. In the development of this form, linkage categories can be tailored to the prime sponsor's needs.

15. (Optional) Record Information on the Coordination Profiles

The recording of information on these forms is self-explanatory. The information for doing this comes from the interview questionnaires.

16. Establish Procedures for Monitoring Progress and Updating of Plan

Periodic meetings or review sessions should be held to review progress being made on the work outlined in the plan. Most likely these can occur within the staff grouping responsible for labor market information. On a quarterly basis, however, a meeting with the agency director should be scheduled; any major additions, deletions, or modifications should be made at that time. Anticipated events or requests will always occur, or some project requested earlier may no longer be needed. All such developments can be accommodated at that time. In the interim, other modifications will have to be made; these can be handled when they occur. It may also be valuable to meet periodically with in-house staff members and with those from other agencies. In this way, they can be apprised of the status and progress of any work that involves them, suggestions for new work or creative ideas can be interjected to the operational plan, and stronger relationships can be forged among the parties involved.

Annually, it is a good idea to review the status of the plan and to identify specific areas that need to be updated. A completely new data gathering effort is probably not needed and the interviews that are needed can be very focused and specific. Ongoing contact with many of the other staff members throughout the year should give the labor market staff good information to keep the project selection for the plan flowing smoothly. However, it is a good idea to have some formalized procedure established and organized documentation for the work that is needed.

Conclusion

As a final note, the plan development and the planning process should really be ongoing activities. The "how" of conducting the process is not as important as the fact that it is undertaken. As stated earlier, the work of the labor market information staff often is too dispersed over many tasks or too narrowly focused on one effort. As a result, structure, organization, and focus--in short, balance--are needed. When balance is achieved, especially in a manner similar to that outlined here, the work of labor market information does become more operational and somewhat less specialized, technical, and isolated. Eventually, the goals outlined at the outset can be met more easily.

APPENDIX A

INTERVIEW QUESTIONNAIRES

Identification Of Agency Labor Market Information Needs

Sample Questionnaire for

Agency Director

I. Questions about Agency-wide Goals, Functions, and Operations

A. What are the major factors affecting agency operations and performance over the next six to twelve months?
   1. National

   2. Local

   3. Other (e.g., would be state or regional; or special economic or social trends)

B. From your perception, specifically, how can (or should) the agency be more creative with the fiscal resources it has, especially in a period of dwindling resources? (E.g., shift of emphasis in training strategy; more emphasis on OJT and self-placement; change of emphasis in target group served; organizational and staffing changes.)

C. Given that CETA operates in an environment of legislative, political, and economic uncertainty, some medium- to long-term organizational goals are still needed. What are your own objectives for the agency for the next--
   1. six to twelve months:

   2. two years:

   3. three years:

D. What organizational changes do you foresee for the next six to twelve months (e.g., a shift in emphasis from planning and research to operations; a shift from centralized to de-centralized administration--or vice versa; more participation from the counties of the consortium in agency-wide policy and decision making)?

E. What changes in agency staffing do you foresee for the next six to twelve months? (E.g., more or fewer job developers; more or fewer MIS staff; more or fewer planning staff; new position titles to be added.)

II. Questions about Plans for Coordination and Cooperation with Other Local Level Agencies

A. Over the next six to twelve months, do you have specific goals and/or plans for developing or enhancing a cooperative relationship with local area economic development agencies?

_____Yes _____No

B. If yes, what are the specific agencies?

C. If yes, how would you like the cooperation to occur (or continue)?

Agency	Type of Cooperation					
	Joint Policy Making	Advisory Council	Planning	Research	Programmatic	Other (Specify

D. If yes, what contribution might CETA be willing to make to the cooperative effort?

Agency	Activity	Contribution					
		Staff Time	Money	Use of Facilities	Joint Program Sponsorship	Technical Assistance	Other (Specify)

E. Over the next six to twelve months, do you have specific goals and/or plans for developing or enhancing a cooperative relationship with local area social service agencies?

_____Yes _____No

F. If yes, what are the specific agencies?

G. If yes, how would you like the cooperation to occur (or continue)?

Agency	Type of Cooperation					
	Policy Making	Advisory Council	Planning	Research	Programmatic	Other (Specify)

H. If yes, what contribution might CETA be willing to make to the cooperative effort?

Agency	Activity	Contribution							
		Staff Time	Money	Use of Facilities	Joint Program Sponsorship	Joint Provision of Services to	Cross-referral of Clients	Technical Ass't.	Other (Specify)

III. Questions about the Role of Staff Responsible for Labor Market Information

A. Based on the goals and objectives you have for the agency over the next six to twelve months, what are some specific projects and tasks that you want the individuals responsible for labor market information to undertake?

B. How do you plan to delegate the work required for the labor market information tasks and projects over the next six to twelve months?

_____A. In the planning department
_____B. In a special (new) unit
_____C. As part of a special research effort or unit
_____D. Other (specify)

C. How many persons do you plan to involve in labor market information functions?

D. What specific qualities do you want the person or persons responsible for labor market information to demonstrate?

E. How much initiative and independence do you expect the person or persons to undertake?

F. To what extent do you want these persons to define their own scope of work? Or, do you prefer that the individual(s) take directions from you?

G. What percentage of time might you want the person or persons responsible for labor market information to spend in the following activities?

_____A. Planning and research
_____B. Developing cooperative relationships with economic development agencies
_____C. Developing contacts with the private sector
_____D. Strengtnening relationships with other departments within the agency--being of service to them on a request basis
_____E. Development of special projects, reports, informational packets for external agencies (e.g., economic and industrial development, planning commission, schools)
_____F. Data collection
_____G. Other (specify)

IV. Questions about the Scope of Work to be Undertaken by Those Responsible for Labor Market Information

A. What work do you want to see accomplished in the next six to twelve months by those responsible for labor market information within the agency?

B. Can you assign preferences for the work and assign a time frame for its completion?

C. What organizational relationship do you want to evolve between those responsible for labor market information and the other departments of the agency?

D. Are there specific kinds of data that you think the agency needs and that you want those responsible for labor market information to focus upon developing?

_____General employment
_____Industrial employment
_____Occupational employment
_____General economic conditions (trends and forecasts)
_____Demographic information for specific target groups
_____Employment barriers and other detailed characteristics of individual target groups
_____Any or all of the above information for separate counties within the consortium's service
_____Other (specify)

E. What kind of specialized data and information would you like to see those responsible for labor market information prepare for other agency departments (e.g., quarterly informational newsbrief; special placement--guidance reports for job developers on a quarterly or biannual basis)?

F. Is there any special data or information that you personally would like to receive from those responsible for labor market information?

_____Yes _____No

G. If yes, what is your preferred format and how often do you wish to receive it?

H. Do you perceive special issues confronting the agency in which those who are responsible for labor market information should focus their attention and work over the next six to twelve months?

_____1. Need to modify training and placement strategies
_____2. Need to modify mix of clients served, improve selection of target group
_____3. Need to modify supportive services offered and mix of program strategies
_____4. Other (specify)

I. Is there specific information about area private sector employees that you want developed for the agency? (Please specify.)

J. How could those responsible for labor market information assist with this, and how much time should be devoted to it?

K. In what way do you want those who are responsible for labor market information to be involved with the agency's private sector efforts?

Indentification of Agency Labor Market Information Needs

Sample Questionnaire for

Internal Agency Staff

1. Person Interviewed: _____

2. Department or Unit: _____

3. Position Title: _____

4. Time in Position: _____

5. Brief Statement of Responsibilities:

6. Do you presently receive labor market information from agency staff? (Might offer suggestion(s): A. economic and employment information; B. population and labor force data; C. information related to training program development; D. other.)

____Yes ____No

7. If yes, what kind of information do you receive and how often do you receive it?

Information		How Often Received?
a. _____	Economic and employment (industrial and occupational trends)	a. _____
b. _____	Population and labor force	b. _____
c. _____	Training-related information	c. _____
d. _____	Other (specify)	d. _____

8. If yes, how do you use the information? (Might offer examples: file it away; share it with staff; use for programs, modifying existing ones, developing new ones; use for counseling participants.)

9. Do you receive any data or administrative information from outside agencies (e.g., schools, mental health agencies, county agricultural extension agents, offices of aging). (Might offer suggestions: A. client case load data; B. client demongraphic profiles; C. information about client needs and/or difficulties that might affect employment potential; D. other.)

____Yes ____No

10. If yes, what kind of information do you receive and how often do you receive it?

11. If yes, how do you use it?

12. For which aspects of your job would labor market information be most valuable?

13. If you could request specialized, or customized, labor market information for your needs--
    a. What would you request?

    b. How would it look?

    c. How often would you use it?

    d. How would you use it?
    (Be sure to allow for more than one response to this question.)

14. Is there any way in which labor market information could make your own work easier? (For instance, do you have any program or performance data that you would like to see compared with labor market information?)

15. Are there any new or special tasks and projects that you plan to undertake in the next six to twelve months?

16. Are there any new or special tasks and projects that you would like to undertake in the next six to twelve months, regardless of time, staff, and funding constraints?

17. Do you perceive any research issues related to the work you do to which the agency should give its attention?

18. From your perception, are there specific projects, issues, or problems that the agency needs to address in the next six to twelve months?

19. From your perception, are there specific questions, issues, or problems related to CETA clients that the agency needs to address in the next six to twelve months?

Identification of Agency Labor Market Information Needs

Sample Questionnaire for

External Agencies

1. Agency Name and Address: _____

2. Type of Agency
   _____City, county or regional planning commission
   _____Economic development or industrial development
   _____Chamber of commerce or other business or trade organization
   _____Social service agency
   _____Educational or training institution
   _____Other (specify)

3. Geographic Area Serviced: _____

4. Person Interviewed: _____

5. Time in Position: _____

6. Brief description of person's responsibilities:

7. Brief description of the agency's functions related to--
   a. Planning

   b. Research

   c. Data Production

   d. Data Use

   e. Provision of Services to Private Employers

   f. Provision of Services to Area Residents

8. Is the data used for the work of your agency--
   a. Collected by the agency itself? _____
   b. Produced by secondary sources? _____
   c. Combination of both? _____

9. a. (If the agency collects/produces its own data) What are the specific types of data that your agency collects and/or produces? (Examples might include special employer wage surveys, truck and cargo tonnage, sales receipts, building permits, special demographic information on clients, special industrial sector profiles.)

   b. (If the agency uses data produced by secondary sources) What data do you utilize from secondary sources and what agency or agencies produce it? (Examples might include population data from the Census Bureau, or personal income from the Bureau of Economic Analysis. Broad, general data categories are fine. The objective is to learn which agencies have data that are useful for CETA planning--data that hopefully can be shared.)

   c. (If the agency both collects its own data and uses data from secondary services, ask both A and B above.)

10. Are there problems with the data that you now use?
   a. Inadequate geographic coverage _____
   b. Timeliness _____
   c. Level of aggregation:
      too general _____
      too specific _____
   d. Methodological and sampling _____
   e. Other (specify) _____

11. For the work that your agency does, are there unmet data needs?
   _____Yes _____No
   (If yes, please specify.)

12. At present are any steps being taken, or are there plans to--
    a. Remedy the problems with the data? _____
    b. Fill the data gap? _____

13. From your perception (and/or that of your agency) what are the most pressing issues of the local area regarding--
    a. Economic performance

    b. Employment opportunities for local residents

    c. Industrial, business and commercial development

    d. Labor supply for local employers

    e. Other items you may with to add

14. From your perception (and/or that of your agency) what are the most pressing issues of the local area regarding--
    a. Options for employment-related training and education

    b. Employment opportunities for the disadvantaged and minorities

    c. Private-public sector cooperation for job development and creation

    d. Interagency cooperation to meet the social service needs of area residents

    e. Other items you may wish to add

15. Is your agency involved in any efforts to address these issues: (please specify)
    a. Research

    b. Planning

c. Programmatic

d. Other

16. Are there efforts regarding these issues that you wish to see your own and/or other agencies undertake? (Please specify.)
a. Research

b. Planning

c. Programmatic

d. Other

17. Over the next six to twelve months, what are the actual projects and tasks on which your agency plans to focus its efforts? (A request for a work plan will sufficiently address this question.)

18. From your knowledge, are there at present, or could there be, cooperative efforts among agencies to address the data-related or issue-related topics discussed above?

19. If there are any cooperative efforts, what are they and what is the form of the cooperation?

Cooperative Effort	Agency(ies) Involved	Type of Cooperation				
		Advisory Council	Planning	Research	Programmatic	Other (Specify)

20. Are there specific projects, tasks, or programs that you would suggest CETA undertake relating to the data-or issue-related topics discussed above? (Please specify.)

21. Could a cooperative relationship between your agency and CETA address the following:

a. Data gaps _____Yes _____No
b. Data collection and utilization problems _____Yes _____No
c. Issue-related economic needs (see question 13) _____Yes _____No
d. Issue-related labor force and training needs (see question 14) _____Yes _____No

22. For those items that were checked yes above, please suggest the potential form of such a relationship.

Cooperative Effort	Form of Relationship								
	Research Project	Planning Effort	Technical Assistance	Data Exchange	Staff Exchange	Computer Assistance	Report or Study and Preparation	Specific Program (Specify)	Other (Specify)

23. Is your agency, to your knowledge, involved with CETA in other ways?

a. _____Advisory council
b. _____Planning
c. _____Research
d. _____Programmatic
e. _____Other (specify)

APPENDIX B
SUMMARY PLANNING WORKSHEETS

I. Internal Agency Forms

Department or Unit of Agency	Person(s) Interviewed Name and Title	Presently Receive LMI In-House				Presently Receive or Collect Data from External Agency				Requests LMI			New Work Planned Next 6-12 Months	Projects-Research-Programs Would Like to Develop in Next 6-12 Months	Projects, Issues, Problems which Agency Needs to Address next 6-12 Months	
		No	Yes	Type	Purpose	No	Yes	Type	Purpose	Type	Frequency	Use or Purpose			General	Specifically Related to CETA Clients

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II. External Agency

Agency	Person Interviewed Name and Title	Agency Produces Own Data				Agency Uses or Collects Data from Other Sources				Agency Has Data Needs			Work and Projects in Progress	Work and Projects Planned 6-12 Months	Projects-Research-Programs would like to see developed
		No	Yes	Type	Purpose	No	Yes	Type	Purpose	No	Yes	Type			

III. Summary of Unmet Economic and Social Needs of Area--External Agencies

Unmet Economic Needs of Area	Unmet Social Needs of Area	Unmet Economic and Social Needs Related to Employment and Training	Agency Citing Need

IV. Planning Summary--Task and Project Listing for Labor Market Information

Project or Task (Brief Description if needed)	Number of Requests Internal Staff	Number of Requests External Agencies	Total Number of Requests	
			(N)	(% of Total)

V. Planning Summary--Task and Project Selection for Annual Operating Plan

Project or Task	Considerations for CETA Involvement											
	Another Agency Con[illegible] Similar Work (no involvement needed)			Staffing Capacity		Fiscal Resources		General Organizational Capacity		Total Number		
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	

VI. Planning Summary--LMI Tasks and Projects as Related to Agency Goals and Objectives

Agency Goals	Supporting Objectives	Supporting LMI Tasks and Projects

VII. Planning Summary--Rating Tool for LMI Task and Project Selection

Task or Project	Internal Staff Request or Need (number)	Supports Specific Agency Goal or Objective	External Agency Request or Need (number)	Consideration Factor									Total Points
				Time		Staffing		Money		Capacity		Total	
				Yes	No	Yes	No	Yes	No	Yes	No	Yes	

VIII. General Work Schedule

Final Listing of Projects	J	F	M	A	M	Je	Ju	Au	S	O	N	D	Ongoing as Requested	Annual	Special One-Time Project

IX. Planning Summary--Alternative Solutions for Projects or Tasks Not Selected for Initial LMI Annual Plan Yet Considered Important Enough for Attention

Task or Project	Alternative Solutions				
	Do Later (Projected Date)	Offer to Cooperate with One or More External Agencies		Persuade Another Agency to Undertake	Persuade Several Agencies to Undertake
		Agency	Contributions	(Specify Agency)	(Specify Agencies)

X. Internal Staff Management of Labor Market Information Projects and Tasks

Task or Project	Departments or Units			
	Planning	County Coordinators	Job Developers	Other

XI. Individual Task or Project Management Profile

A. Task or Project: Type: Research ____
Planning ____
Operational ____

B. Time Period for Project:

C. Important Tasks or Benchmarks Signifying Progress

Benchmark	Date Completed
1.	
2.	
3.	

D. Staffing--Materials Checklist

1. Need cooperation from internal staff members.

Who: Type:

2. Need cooperation from external agency.

Who: Type: Data ____
Computer ____
Staff Time ____
Graphics and Printing ____
Other (specify) ____

E. Recipient(s) of Work:

Internal Staff: External Agencies:

F. Proposed Use or Purpose of Task or Project:

APPENDIX C
COORDINATION PROFILE

I. Developing a Coordination Profile

A. It is recommended that a file of 5" x 7" cards be developed to accompany the Coordination Profile Charts. One card would be prepared for each agency and would contain information similar to that shown on the illustration below.

B. Illustration for file card information.

Agency: Name Address Telephone	Type: Economic and Related ____ Social Services ____ Educational ____ Other (specify) ____
Contact Person	Geographic Area Served
Data Availability: Yes ____ No ____ Type:	
Special Projects/Work of Concern to CETA	
Linkages between Agency-CETA (present-potential)	

II. Coordination Profile--Summary Comments about Potential Cooperative Contributions between CETA and External Agencies

Agency	Cooperative Contributions CETA Can Make to Agency	Cooperative Contributions Agency Can Make to CETA

III. Coordination Profile--Summary List of Projects Which Other Agencies Are Doing

Project/Task Listing	Agency or Agencies Responsible

IV. Coordination Profile—Summary Matrix of Present and Potential Linkages between CEDS and External Agencies

Agency P = Present Linkage p = Potential Linkage	Linkages												
	Participation on Planning/Advisory Councils	Program Planning Development	Research	Data Collection	Data Exchange	Computer and Data Analysis	General Technical Assistance	Joint Prep. and Submission Grant App.	Staff Tie-Exchange	Staff Training Operation	Joint Program Sponsorship (Maybe Funding)	Joint Provision Services to Area Residents/Employers	Special Surveys about Area Socio-Economic Needs and Problems

APPENDIX D

SUMMARY OF FIELD WORK
FORT WAYNE, INDIANA
JULY 13-16, 1981

Preliminary Listing of Unmet Needs Related to Labor Market Information
Internal Agency Staff

Department or Unit of Agency	Person Interviewed	Unmet LMI-Related Needs	Suggested Procedures for Addressing Need	Potential Use or Benefit of Activity
Planning	John Barnett (Planner responsible for labor market information)	1. Data: Demographic characteristics of "Population in Need of CETA Services" not served by the Bureau of Employment Security; this is especially true for county areas	1. Administrative and caseload data collected from various county social service agencies and groups	1. Data for program planning; supportive service mix planning and selection of target population to be served
		2. Data: In-depth data on socioeconomic problems in each of the counties serviced by the Consortium	2. General data collection effort; utilize consortium staff in counties where appropriate (e.g., job developers, county coordinators); design special forms for job developers to use on their meetings with private employers	2. Development of OJT contracts; data for planning and analysis tasks; all phases of operational and program planning
		3. Data: Establishment of organized and detailed planning data base for program and operational planning; the base should include economic, demographic, and training and education data	3. Identify data elements required for the data base; collect needed data; establish organized procedures for filing, formatting, presenting, and displaying data (e.g., create graphic displays so that trends can be monitored; enter the data into a computerized program)	3. Supportive data for all phases of operational and program planning; especially useful for selection of new training programs and development of new program strategies
		4. Data: Specialized data from private business and technical schools--enrollments, completions, placement of students, curriculum length, course objectives, follow-up data on student and employer satisfaction with school's training	4. Design and implement special survey to gather data; analyze and interpret results; develop training recommendations	4. Data for program planning and development

Internal Agency Staff (continued)

Department or Unit	Person Interviewed	Unmet LMI-Related Needs	Suggested Procedures for Addressing Needs	Potential Use or Benefit of Activity
Planning	John Barnett (continued)	5. Labor Market Information packets designed for participants when they become involved in job search and placement activities	5. Choose and extract data from existing sources; use where appropriate materials from organizations such as Bureau of Employment Security; develop attractive information packets	5. Supportive data for intake, guidance and assessment; job placement, counseling
		6. Centralized consortium-wide employer survey efforts; design special survey to reflect planning and information needs of agency	6. Identify current survey efforts--CETA and non-CETA (if appropriate); identify informational needs of survey users; design survey instrument and procedures; implement survey (in cooperation with other agencies, if appropriate); analyze data and interpret	6. Supporting data for all phases of planning and operations and placement strategy development; tool for cooperation with economic development agencies; data for development of special data and informational packets for economic development agencies and other outside groups
		7. Data--develop local level economic indicators; quarterly series of indicators to monitor trends, provide benchmark(s) against which to measure program performance	7. Review data sources; identify and select data elements which to measure; establish methods of charting/graphing/interpreting data and resulting trends; choose method of disseminating data to appropriate persons	7. Data for comprehensive labor market analysis, all phases of program planning and program evaluation
		8. Develop a clipping file of articles about industrial and economic development from: local newspapers, trade association newsletters, union newsletters, local and national newsletters from banks, major manufacturers	8. Locate sources of information (e.g., major newspaper within each county, journals in the local library, free newsletters from banks and manufacturers); establish filing system adopted to agency needs; at minimum need to follow two-digit SIC and DOT classification schemes.	8. Buildup of valuable qualitative data to supplement the quantitative data collected by agency; aid in interpreting quantitative data trends and projections; data for use in all phases of planning and operations; an agency LMI newsletter; and development of placement strategies; LMI data packets for participants
		9. Comprehensive data collection effort; includes published and administrative data	9. Examine current data; assess data needs; locate data sources and contact sources for data; make arrangements to receive data	9. Development of planning data base for all phases of programmatic and operational planning.
		10. Develop LMI evaluation indicators to monitor training program performance	10. Select LMI indicators; select elements of training programs which to monitor; develop measurement tools for comparing performance with indicators; develop system for pinpointing trouble spots and correcting performance	10. Data for training program monitoring and program planning

Internal Agency Staff (continued)

Department or Unit	Person Interviewed	Unmet LMI-Related Needs	Suggested Procedures for Addressing Needs	Potential Use or Benefit of Activity
Planning	Kathy Swain Planning Director	1. Data collection effort needed in counties--administrative data, especially, social service agencies; need to document differences among the counties for planning and program development efforts	1. Identify agencies, establish contact, arrange to receive data; may want to offer summary CETA data in exchange	1. Develop local data for counties socioeconomic profiles of counties; contribute to planning data base, and create basis for cooperative planning and operative efforts
		2. Develop method of computerizing labor market information--creation of labor market management information system, integrate with internal participant data and MIS	2. Identify and select data elements for system--both labor market and internal client/program performance data; define goals and objectives to be measured; choose/select analytical techniques, methods of interpreting and displaying data	2. Data for all phases of program and operational planning
		3. Strengthen relationships between CETA planning department and planning departments of other economic and social service agencies within the consortium's six counties	3. Identify agencies and contact persons; establish initial visits; exchange information and data; explore areas of common concern, areas where joint planning is possible and beneficial; establish work program, if appropriate, or identify tasks for joint efforts	3. More efficient utilization of existing resources; avoid duplicating efforts of other agencies; more comprehensive services for area residents and employers
		4. Develop information and data for individual counties in such a way that differences among them are readily apparent; provide for the display of data so that there is external documentation for the differences	4. Select data for comparisons, documentation and interpretation; select display methods; develop a short quarterly analysis or LMI report or newsletter to keep planners and staff members aware and abreast of differences; undertake more comprehensive comparison annually	4. Data for all phases of program planning and operations

Internal Agency Staff (continued)

Department or Unit	Person Interviewed	Unmet LMI-Related Needs	Suggested Procedures for Addressing Need	Potential Use or Benefit of Activity
Planning	Kathy Swain (continued)	5. Development of specialized LMI data packets for county commissioners within the consortium's service area	5. Identify informational interests of county commissioners; locate data; develop format for presenting data, prepare monthly or bimonthly interpretative, brief reports; show comparisons and contrasts--employment, labor force, unemployment, industrial trends, other socioeconomic data; include CETA-MIS data, too	5. Data for specialized labor market reports for those who give the consortium political support reports and data can be useful for regular planning and for public relations efforts
Research Assistant responsible for labor market information	Mike Foster	1. Develop a coordinated local employer survey; develop one survey that will meet needs of several diverse groups; consolidate efforts for PIC, for city government's need of ongoing, comprehensive survey, area schools, other economic development and county government's needs, private sector concerns	1. Survey briefly, various user groups, identify data needs, design survey instrument, set up methodology to solicit employer participation, implement survey--mail, personal interviewing, structure system for handling data returned from surveys and interviewing; select analytical methods; interpret information; tailor information to needs of individual user groups; disseminate information	1. Local level employment data for all phases of research, program, and operational planning, placement strategies, economic development planning; LMI guidance and orientation services for CETA clients, students, and other area efforts, program performance monitoring
		2. Development of special data and informational packets for varied staff and external agencies--schools, economic development and planning agencies	2. Identify agencies and staff members that need data which CETA can provide--labor force and labor market data; internal administrative data; identify data and information needs (note no special data collection effort should be undertaken--use data already received); select data and format for its presentation; decide on manner of dissemination (e.g., periodic report, tables with no analysis, monthly or quarterly trends graphed and charted); arrange for dissemination	2. Data and informational packets can become a basis for interagency cooperation and coordination; data as useful for planning program development, research, program monitoring or evaluation; public relations, grant and proposal writing; a tool for operational involvement with local economic development efforts

Internal Agency Staff (continued)

Department or Unit	Person Interviewed	Unmet LMI-Related Needs	Suggested Procedures for Meeting Needs	Potential Use or Benefit of Activity
	Mike Foster (continued)	3. Develop a computerized labor market information system, preferably, one that can mesh with agency MIS data	3. Select variables to monitor; identify data that will serve as basis for system; do for both labor market and MIS data; choose informational output desired from system; develop analytical techniques that will yield desired information; develop program to produce information; implement system	3. Systematic means of data storage and retrieval for all phases of planning, research, and evaluation
		4. Initiate and develop more operational coordination with economic development agencies and planning committees	4. Meet with agencies; discuss current work, planned projects, agency objectives, unmet area data and research needs; examine areas of joint interest, resources available to contribute to one another's work efforts; discuss potential of developing jointly-sponsored efforts	4. Method of more efficient resource utilization for all involved agencies by lessening duplication of work efforts and encouraging the exchange of data and other resources; interagency efforts can lead to the development of more consolidated services for area residents and employers or to efforts of joint planning and program sponsorship and preparation of grant applications for project funding
		5. Establish local-level economic indicators to monitor on systematic basis--county-level data especially important	5. See 3 above	5. See 3 above
		6. Develop brief newsletter for agency staff and interested outside agencies; employment trends, national, state, and local socioeconomic trends that influence employment and training strategy; special analysis of local industrial sectors and public sector activity	6. Identify data and information to include; develop outline of newsletter; select format of tables, graphs, charts to be included; write narrative; disseminate	6. Informational and educational tool for staff; provide awareness for staff of economic and environmental factors affecting program operation and performance; aid for planning and decision-making tasks; explanatory tool in the event of programmatic difficulties; public relations tool

Internal Agency Staff (continued)

Department or Unit	Person Interviewed	Unmet LMI-Related Needs	Suggested Procedures for Meeting Needs	Potential Use or Benefit of Activity
	Mike Foster (continued)	7. Collect, analyze, interpret data about area internal labor market behavior and dynamics	7. Determine informational needs--firm-level employment activity, (promotional paths within firms, availability of in-house training, wages and fringe benefits, hiring requirements, employment supply sources, entry-level employment information, departmental turnover, etc.) design survey and select employers to participate; develop methodology to conduct survey; develop methodology for analysis; implement survey; analyze data; disseminate information	7. Data for all phases of planning; useful for data packets for external agencies and for design of training program curriculum
		8. Data collection--emphasize administrative data, county social service agencies and groups; special economic-related data for planning commissions, research groups	8. Identify data needs and data gaps; locate agencies or groups that may have needed data; make contact with agency; arrange to receive data; might offer CETA data as exchange; develop special file for collected data; determine ways to format; analyze, interpret, and disseminate data	8. Data for all phases of research, planning, operations, and evaluation tion
		9. Expand the annual labor market analysis to provide more detailed orientation to local economy and to standardized socioeconomic composition of counties within the consortium's service area	9. Determine outline for analysis; identify needed data; develop outline for specific parts of narrative; locate data; supplement with any additional information--publications from the agencies; conversation/informal interviews with area resource people (planners, economists); prepare tables, charts, graphs, data displays; write narrative; assemble final report	9. Information for all phases of planning, research, operations; preparation of the analysis can be basis for coordination and communication with local economic development groups, social service agencies, and industrial developers; information from the analysis can be a supportive tool for public relations tasks
		10. Develop an information, data, and research exchange group; include representatives from city and county economic development groups, social service agencies, industrial development and planning agencies, private sector employers where appropriate and educational institutions	10. Identify agencies and groups that might compose such a group; undertake informal survey to determine interest in participating in such a group and examine current work program, data collection and production efforts, research activity and planned activities; if enough interest shown, establish time and place for meeting, develop agenda, send invitations, hold meeting; develop objectives at meeting for future activities, undertake needed follow-up activities	10. Tool for coordination and cooperation; more efficient use of resources related to LMI work; lessen duplication of LMI related activities; provide forum for establishing cooperative research agendas and special programs or projects related to socioeconomic problems of the area; forum for exchange of ideas, review of plans and research work, resolution of data problems; of use as part of agency public relations efforts

Preliminary Listing of Unmet Needs Related to Labor Market Information
External Agency Staff

Agency	Name and Title of Person Interviewed	Unmet LMI-Related Needs	Suggested Procedures that CETA Can Institute	Potential Use or Benefit of Activity
Private Industry Council	Karen Parker Council Director	1. Need more local-level employer information; want to develop a control group of employers that can be monitored regularly--perhaps on a quarterly basis	1. CETA can incorporate PIC information into the surveys it develops, or CETA could persuade PIC to coordinate its activity with CETA so that duplication of effort does not develop; PIC could incorporate CETA's considerations into its survey	1. Closer coordination; lessening amount of duplicated contacts with private employers; more streamlined use of resources for both groups; richer source of local data for both
Northeastern Indiana Regional Coordinating Council	Beth Neu Transportation and Housing Planning	1. Expand scope of cooperation and coordination with CETA beyond the present level--now only review CETA plans through the A-95 review process	1. Schedule meeting to explore possibilities, establish rapport, exchange information; after meeting, identify scope of future activities--e.g., participate on planning or advisory council, exchange of specialized data, participate in economic development activities	1. Build firmer base for cooperation and coordination
		2. Development of special employment and training data or information packet which can be combined with county economic development information and given to new and/or expanding employers	2. Schedule meeting with planner; identify and determine data and information needs (e.g., information about training programs, services which CETA can offer to private sector, numbers of people from three-county area trained by occupation); consider request in relation to overall work program; if resources permit, develop special data packet tailored to needs; identify and/or develop specialized data; determine manner of presentation and format; prepare and disseminate (note: once data are prepared, the planning commission would take responsibility for most other activities)	2. Closer relationship and operational involvement with economic development activities; public relations, advertisement for CETA; assist with buildup of planning data base for individual counties
		3. Development of special labor force data for III-A counties within the consortium's service area	3. See 2 above	3. See 2 above
		4. Need to become more deeply involved with economic development and urban planning efforts in Fort Wayne; greater need for more coordination between city and county(ies) in economic and industrial development	4. CETA can assist and facilitate the development of such a relationship; CETA can provide a focus for such efforts	4. Build firmer base for broader-based coordination among city and county agencies; more active involvement in economic development efforts outside of Fort Wayne

External Agency Staff (continued)

Agency	Name and Title of Person Interviewed	Unmet LMI-Related Needs Requested by Agency	Suggested Procedures that CETA Can Initiate	Potential Use or Benefit of Activity
Region III-A Coordinating Council	Fred Lamble Principle Planner	1. Requests more involvement with CETA; share information, exchange data; more mutual involvement with planning tasks	1. Meet with agency personnel, examine one another's objectives and determine areas of mutual need and interest; arrange for exchange of data and identify mutual planning efforts	1. Basis for firmer coordination and cooperation; assistance with build-up of planning information and planning base; greater attention to counties of the consortium's service area that are part of this region; potential for joint preparation of grant applications for funding, sponsorship of programs
Fort Wayne Area Schools	Career Information Planning Committee	1. Need funding for various portions of the career guidance and information system being established--local economic and employment outlook	1. Support for this would depend upon available resources	1. Closer coordination; generally, more efficient use of resources, less duplication of efforts, providing system fully accessible to CETA clients
		2. Develop employer contacts among local employers; want contacts who will be willing to talk to students (in groups or individually) and provide extensive occupational information for the guidance system about the work they do, their skills and background experience, and other job-related information	2. CETA could supply staff time to help with employer selection; this task is almost complete, but CETA involvement with remaining phases could yield informational contacts for data, training advisory committees, placement strategies (in cooperation with, not at the expense of school objectives)	2. Basis for firmer coordination and cooperation; data and information for planning and operation
		3. Need listing of major projects (construction and employer-related) underway in the downtown area	3. CETA can work together with city planning commission or economic development groups (e.g., chamber of commerce) to supply schools with information	3. Closer coordination, cooperation among educational and economic development agencies; maybe potential data and informational sources
		4. For career guidance information system, need information and data about small employers	4. CETA can assist with the development of information; data from employer surveys or from county job development and placement efforts could be shared with the schools	4. Closer cooperation and coordination

External Agency Staff (continued)

Agency	Name and Title of Person Interviewed	Unmet LMI-Related Needs Requested by Agency	Suggested Procedures that CETA Can Institute	Potential Use or Benefit of Activity
Fort Wayne Department of Community Development and Planning	Kathy Moses Carl Bandemere	1. For the city of Fort Wayne economic development campaign, need to develop industrial targeting studies--will guide development of industrial marketing strategy	1. CETA can contribute and share data which it collects, especially in-house MIS, and labor force data; city planning does not have much labor force data beyond that provided by BES; CETA can assist with contribution of staff time for both data collection that is needed for the study and the data analysis; CETA can request that survey designs and other activities consider its data needs; CETA can request that the planning commission share data and analyses	1. Closer involvement with operational aspects of economic development; assistance with data collection efforts
		2. Need to develop a coordinated and comprehensive city (and regional) approach to industrial marketing	2. CETA can be involved on planning councils involved with this effort; CETA can offer suggestions for strategies and publicity efforts; can contribute data; develop special data and informational packets--information on employer services, available training courses, etc.; CETA can review/comment upon final design of marketing campaign	2. See 1 above
		3. Need to involve banks more closely in the economic and industrial development marketing efforts; bank involvement would be an asset for financing strategies and tools that are needed for a marketing campaign	3. There is little CETA involvement for this effort; perhaps banks could provide some LMI data that CETA could use for its research and planning efforts (i.e., often the research/loan department of a bank will collect special data from employees)	3. Potential source of data and information for planning and research

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